

MULTIMEDIA



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STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

BAE1024 – ADVANCED MANAGEMENT ENGLISH

12 October 2017
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **EIGHT** printed pages with **3** sections.
2. Answer **ALL** sections.
3. Write all your answers in the Answer Booklet provided.

SECTION A: NOVEL [20 MARKS]

Instructions: Answer the following questions based on the novel entitled “The Monk Who Sold His Ferrari”.

Question I (10 marks)

Instructions: Answer the questions below.

- a. In what way is John’s background different from Julian Mantle? (4 marks)
- b. How did John describe Julian Mantle as a lawyer when he worked with him as an intern? (6 marks)

Question II (10 marks)

Instructions: Choose **ONE** of the following questions and write your answer in **NOT MORE** than 200 words.

- a. Julian Mantle mentioned that “*the quality of your life will come down to the quality of your contribution,*” which is the virtue of Selflessly Serve Others. State and explain the TWO techniques suggested by this virtue. (10 marks)
- b. Explain the techniques of Creative Visioning and Vow of Silence for the virtue “Live With Discipline.” (10 marks)

Continued ...

SECTION B: READING AND VOCABULARY [20 MARKS]

Instructions: Read the following passage and answer the questions that follow.

The Amazon–Whole Foods Deal Means Every Other Retailer’s Three-Year Plan Is Obsolete

- 1 When Amazon announced last week that it will acquire Whole Foods Market, a 1
grocery chain with over 450 retail stores and deep industry talent, for \$13.7 billion,
Amazon’s stock price rose 2.4% on the news, increasing its market capitalization by
\$11 billion. At the same time, the price of SuperValu plummeted 14.4%, Kroger
dropped 9.2%, and Sprouts fell 6.3%. You could almost hear the three-year plans of 5
every grocer, and nearly every other traditional retailer, grinding through the
shredding machines.
- 2 Nobody in the industry should be surprised that the future of retailing is moving
toward a **fusion** of digital and physical experiences. However, Amazon’s
announcement makes the nature and speed of that movement far more challenging. 10
Too many traditional retailers have built their plans on three questionable premises.
They can add digital capabilities faster than Amazon can add stores; Amazon’s
competitive space which is e-commerce is still **constrained** to only around 8% of
US retail sales. Finally, store-based retailers could profitably transition to a digital 15
world by growing e-commerce sales cautiously enough to avoid diluting earnings
and cannibalising higher-margin store sales, while retreating to the most profitable
stores and product categories that would be hardest for Amazon to attack. Until last
week, food was considered such a safe haven.
- 3 Now it’s clear that Amazon aims to sell customers everything, and therefore no
retail spaces are safe. *If Amazon can acquire its way into groceries, what will prevent 20
it from entering department stores as Alibaba has done in China or furniture and
appliance stores, electronics stores, or even drug stores?* Moreover, if Amazon
decides to use groceries to increase the frequency of customer deliveries, imagine
the range of products it could quickly and profitably pile onto home delivery vehicles
or perhaps even provide for customer pickup. From now onward, the only **viable** 25
retail strategy is to try to advance and merge digital and physical capabilities faster
and better than Amazon does. That means retailers must learn to compete head-on
with Amazon in two **fundamental** capabilities: agile innovation and expense
management.
- 4 Amazon’s greatest competitive advantage is not its e-commerce network; it is 30
its innovation engine. To compete with Amazon’s relentless flow of innovations,
traditional retailers have no choice but to relearn how to innovate like the successful
start ups they once were. This innovation in innovation requires moving from
predictive plans based on increasingly unpredictable market conditions to adaptive,
agile innovation teams. Agile innovation teams are small. Amazon CEO Jeff Bezos 35
famously believes that if you cannot feed the team with two pizzas, then it is too
large. They are also multidisciplinary with all the digital and physical skills to
complete the task, self-governing, and geared for rapid pivots rather than predictable
straightaways. These teams value creative working environments more than 40
hierarchical bureaucracies, working prototypes over excessive documentation,
customer collaboration over fixed specifications, and responding to change over
adherence to plans.

Continued ...

- 5 Yet many traditional retailers still lack the digital expertise and the right focus to make their teams succeed. Three out of four consumers say that they want more technology in stores and are more likely to visit stores that use technology effectively. But one major cross-industry study found that 70% of consumers feel that companies are getting the digital experience wrong. Indeed, many retailers are guilty of offering splashy virtual reality rooms, digital displays, and voice commands that consumers say don't work as expected, are not convenient, are hard to use, and are confusing. While executives aim to give consumers an increased sense of control and appeal to the most digitally savvy, consumers say they want technology that simply saves them time, increases convenience, and gets faster results. 45
- 6 A few smaller retailers, including Warby Parker and Rebecca Minkoff, are frequently cited for getting the digital-physical fusion right. Now some major players are investing to raise their game. Walmart, for example, is making digitally focused acquisitions such as Jet.com acquire technology, talent, and customers. It is developing next-gen stores, installing pickup towers and an automated online grocery pickup facility, rolling out Walmart Pay and Scan & Go technologies to avoid checkout lines, touting free two-day shipping for online orders, and even testing associate deliveries of those orders. Most important, it is changing the culture, increasing the pace of innovation, obsessing over customer experience, and improving results. 55
- 7 But there are two major challenges for traditional retailers hoping to accelerate their innovation engines: First, it's expensive; second, many retailers have delayed innovation funding for so long that the "strategic debt" seems overwhelming. 65
- 8 To give a sense of the expense required, Amazon spends over \$16 billion which is 11.8% of sales on "technology and content." This is not all innovation R&D or IT, but it's mostly that. Meanwhile, Gartner reports that retail and wholesale companies spend about 1.5% of sales on IT. Most of his retail clients seem to fall into the 2%–3% range. Research and advisory firm IHL Group recently asked top retail CIOs how much their IT budgets are currently increasing and how much they should increase to compete against Amazon. The answer: Budgets are growing by 4.7%, but would need to increase 87% to 237% to start closing the gap. 70
- 9 How will retailers find this kind of money? By reallocating, and spending away from people and activities that matter more to managers than to customers. An effective approach applies the same kinds of agile innovation teams that develop new products to the improvement of processes and business models. Retailers love to say that "retail is detail," but perfecting increasingly **irrelevant** business models is wasting money that is desperately needed to fund innovative growth. Substantial amounts of money often lie unused because there are layers of approval that is required for innovations or other urgent decisions, in the artificial accuracy of trying to make perfect predictions, and in manual processes that could be done better, faster, and cheaper with machine learning. 75 80

Adapted from HBR. The Amazon–Whole Foods Deal Means Every Other Retailer's Three-Year Plan Is Obsolete. Retrieved on June 21, 2017. Available at <https://hbr.org/2017/06/the-amazon-whole-foods-deal-means-every-other-retailers-three-year-plan-is-obsolete>

Continued ...

Question I Contextual Clues (5 marks)

Instructions: Based on the passage, choose a word or phrase that **BEST** expresses each of the following words.

1. fusion (line 9)
 - A. merging
 - B. separation
 - C. publicised
 - D. engagement
2. constrained (line 13)
 - A. forced
 - B. limited
 - C. obliged
 - D. checked
3. viable (line 25)
 - A. possible
 - B. promising
 - C. worthwhile
 - D. approachable
4. fundamental (line 28)
 - A. able
 - B. basic
 - C. original
 - D. secondary
5. irrelevant (line 78)
 - A. unrelated
 - B. impossible
 - C. unbelievable
 - D. inconsiderate

Question II True or False Statement (5 marks)

Instructions: Read the following statements and write T if the statement is true and F if the statement is false.

1. Amazon's announcement that it was acquiring Whole Foods Market had caused several other grocers' stocks to fall.
2. Similar to what Alibaba had done in China, Amazon too has already entered the furniture and appliance stores, electronic stores and drug stores.
3. In order to remain competitive traditional retailers will have to relearn how to innovate like the successful start-ups they once were.

Continued ...

4. Most retailers and wholesale companies spend a small percentage of their sales on IT and this is not sufficient for them to compete against Amazon.
5. In order to fund innovative growth, retailers will have to be more detailed in perfecting their business models.

Question III Comprehension (5 marks)

Instructions: Answer the following questions.

1. What tone is used in paragraph 3 (lines 20-22) when the writer states, "*if Amazon can acquire its way into groceries....even provide for customer pickup.*"
 - A. cynical
 - B. warning
 - C. sarcastic
 - D. pessimistic
2. Amazon's greatest competitive advantage are all of the following EXCEPT for its _____.
 - A. agile innovation
 - B. innovation engine
 - C. e-commerce network
 - D. expense management
3. The primary purpose of this passage is to _____.
 - A. differentiate Amazon from Whole Food Market
 - B. announce that Whole Food Market has acquired Amazon
 - C. express disbelief in Amazon's acquisition of Whole Food Market
 - D. state ways on how traditional retailers could compete with Amazon
4. Agile innovation teams tend to _____.
 - A. respond to changes
 - B. have fixed specifications
 - C. have excess documentation
 - D. value hierarchical bureaucracies
5. In spite of being given an increased sense of control and appeal to be the most technologically savvy, consumers want technology that _____.
 - I. saves them time
 - II. achieves faster results
 - III. increases convenience
 - IV. offers splashy virtual reality rooms
 - A. I and II
 - B. I, II and III
 - C. IV only
 - D. All of the above

Continued ...

Question IV Comprehension (5 marks)**Instructions:** Answer the following questions in **COMPLETE** sentences.

1. a. Identify a positive connotation or slanted language in paragraph 2. (½ mark)
b. Identify a negative connotation or slanted language in paragraph 2. (½ mark)
2. Which TWO retailers are frequently mentioned for getting the digital-physical fusion right? (2 marks)
3. What are the challenges that traditional retailers face if they were to accelerate their innovative engines? (2 marks)

SECTION C: GRAMMAR [20 MARKS]**Question I Error Identification (10 marks)****Instructions:** For questions 1 to 10, identify the underlined options that are **INCORRECT**. Choose the option that contains an error concerning the following aspects: run-ons, sentence fragments, faulty parallelism or faulty modifiers.

1. Social media can be used not only as public relations and direct marketing tools also as communication channels targeting very specific audiences with social media influencers.
A B
C D
2. KPMG, one of the largest accounting firm in Canada has deactivated desk phones for all of its 5,000 employees, who now have to approximately make voice calls with an app on their laptops connected to headsets or puck-sized speakers.
A B
C D
3. Since the mid-80s when information-technology outsourcing began to take-off, companies have been pursuing it as a means of cutting costs, reduce capital budgets and increasing efficiency.
A B C D
4. Sir Richard Branson is constantly open to changing his perspectives, viewpoints, and approach to any situation if he feels that it will help him attain his goals and objectives in a much more effective and a manner that is efficient.
A B C D

Continued ...

5. Although much progress has been made in the world of robotics, using robotics to do household chores or care for the elderly may still be years away. At the moment, robots can do many tasks it just takes them too long to do them.
- A
B
C
D
6. Communication strategies support crisis management. Organisations need not only have to communicate and monitor before, during and after emergencies, also seek to empower citizens by enhancing response abilities.
- A
B
C
D
7. Celebrity endorsement is not a new marketing idea. People idolize celebrities, so when famous people are seen in advertisements promoting a new product, audiences are prompted to buy that product either subliminally or direct.
- A
B
C
D
8. Globalization has impacted nearly every aspect of modern life and continues to be a growing force in the global economy. While there are a few drawbacks to globalization. Most economists agree that it is a force that is both unstoppable and not beneficial to the world economy.
- A
B
C
D
9. Recycling is important if we want to leave the planet for our future generation which are of no use to us. It is good for the environment since we are making new products from the old products.
- A
B
C
D
10. The late Apple boss is a master of the art of effective and persuasive speaking. Employs various strategies to adapt to differing scenarios and situations while still delivering a constant message.
- A
B
C
D

Continued ...

Question II Error Analysis (10 marks)

Instructions: The following extract contains 11 errors in sentence fragments, run-ons, parallelisms and faulty modifiers. Identify 10 errors and correct them as shown in the example.

EXAMPLE:

<u>No</u>	<u>Line</u>	<u>Error</u>	<u>Correction</u>
0	2	... word "Coke" the ...	... word "Coke" is the ...

How Does Coca Cola Continue To Be The Global Market Leader In Its Category

- 1 First brewed in 1886, Coca Cola (Coke) has become the world's best-selling soft drink. Did you know that the word "Coke" the second most recognised word after "hello"? This successful company uses intelligent marketing to overcome most of its competitors through clever segmentation, target and positioning strategies. Whilst most consumers drink Coke because they enjoy the taste, Coke is also known as an unhealthy drink such as a household cleaner, insect repellent and paint stripper with many other different uses for which it was not designed for. Segmentation allows brands to define the most suitable product for a different variety of customers. Coca Cola does not target a specific segment, however, it modifies its marketing strategy by developing new products. Such as Sprite, Diet Coke, Iced Tea, and Coke Zero. It targets numerous segments and designing separate offers for each of them in order to reach as many consumers as possible. It develops a marketing combination for each of the segments. Which is shown by the 400 different products in its line with a total of 3,500 products in their product mix. 5
- 2 Coca Cola does not target specific age groups or gender focuses on the whole population, and has drinks that target different age groups, ethnic groups, gender and lifestyles. It is interesting to note that even though they do not directly target children under 12, with entities such as McDonald's they successfully reach this age group through partnerships. Coke believes that every person is a target and potential consumer. They do not target a particular lifestyle or occupation, however those who live a busy lifestyle, youth, students and family oriented people are thought to be the most important part of Coke's consumers. One cannot forget the "Share a Coke" campaign. Where they came up with personalised names on Coke cans and bottles. This was one of Coke's most successful marketing campaigns and once again demonstrates how do not target any demographic specifically, but anyone with a name 15 20 25
- 3 The Company faces an important question. Does it have to keep the same positioning or adapt according to the 200 countries where the brand sells its products? The company has kept its core product Coke, however, it adapts the offering to local needs. They use strategic positioning in order to have the same image all around the world. This perception of the brand makes the purchasing decision more automatic. Coca Cola has been successful by using marketing campaigns which are related to having fun and being happy consumers associate this brand with these emotions. 30

Adapted from Marketing Management. *How does Coca Cola Continue To Be The Global Market Leader In Its Category*. Available from: <https://mpk732.wordpress.com/2015/04/04/how-does-coca-cola-continue-to-be-the-global-market-leader-in-its-category-through-clever-stp-of-course>.

End of Paper